Workforce Professionalism Discussion

Presented to: DAU Acquisition Training Symposium

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Fort Belvoir, Virginia

Agenda

- Who We Are
- Acquisition Workforce Demographics
- Accomplishments
- Challenges
- Good News
- What is “Professionalism?”
- Acquisition Career Development
- AWF Career Spectrum
- Career Broadening Opportunities
- Defense Acquisition Workforce Development Fund

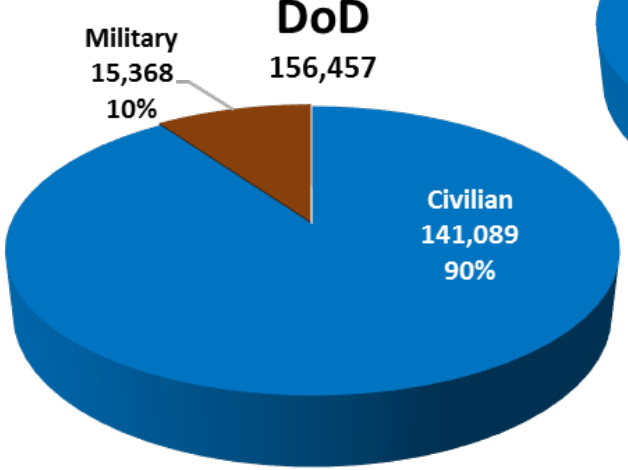
Human Capital Initiatives (HCI)

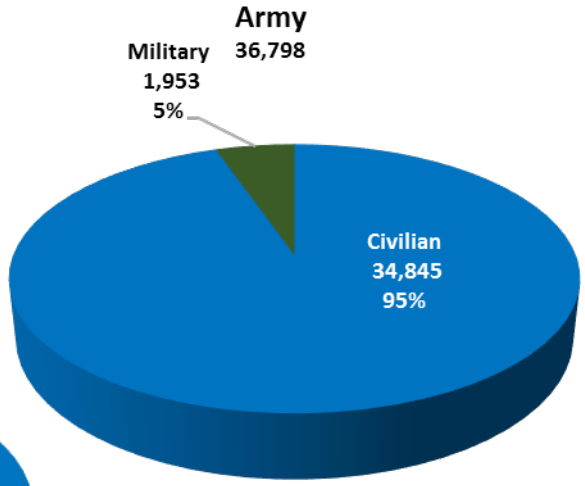
HCI is responsible for Department-wide Acquisition Workforce:

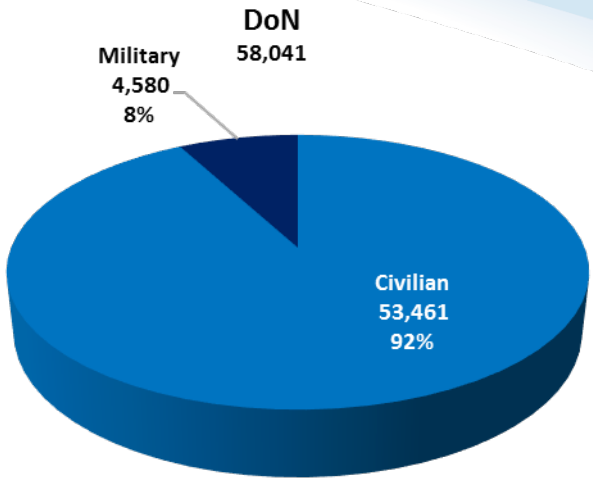
- DoD Acquisition Strategic Workforce Plan
- Policy and Legislative Proposals
- DoD AT&L Workforce Education, Training, and Career Development Programs
- Coherent strategic focus on workforce initiatives
- Defense Acquisition Workforce Development Fund (DAWDF)
- Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo)

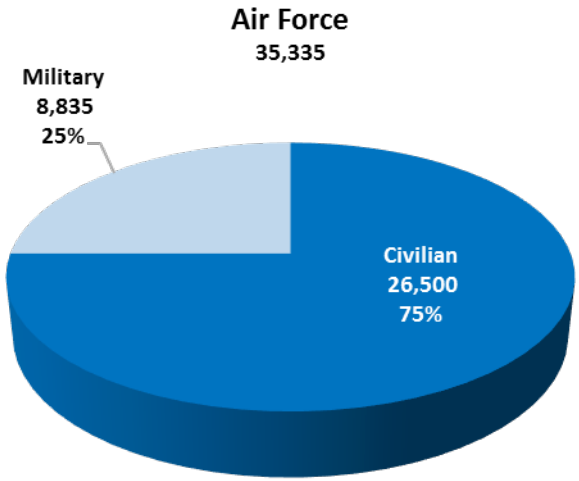
Mission: Execute DoD-wide acquisition workforce governance, strategies, policies and talent management initiatives to equip a highly qualified workforce of professionals in acquiring and delivering world-class Warfighting capabilities to our soldiers, sailors, airmen, and marines

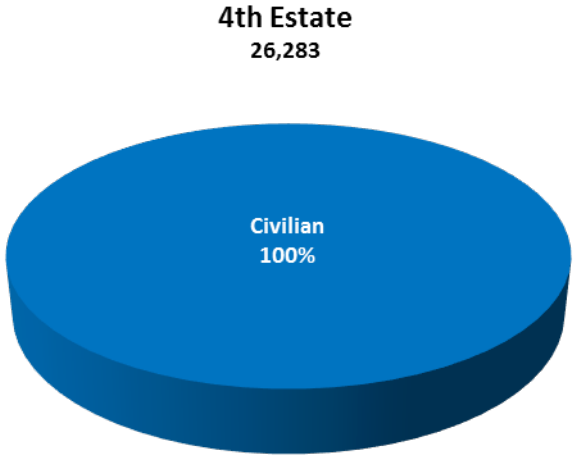
Military and Civilian Acquisition Workforce





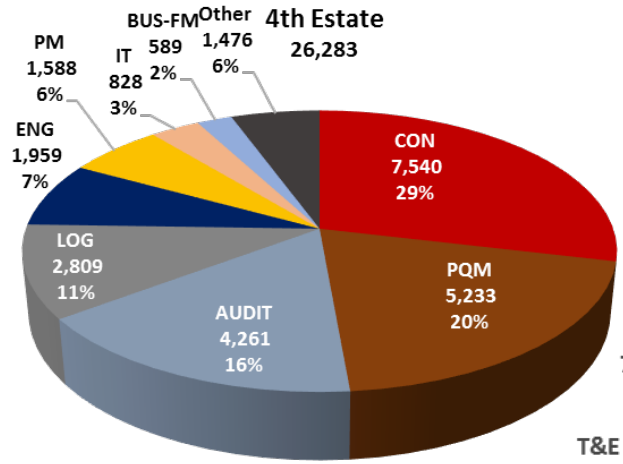


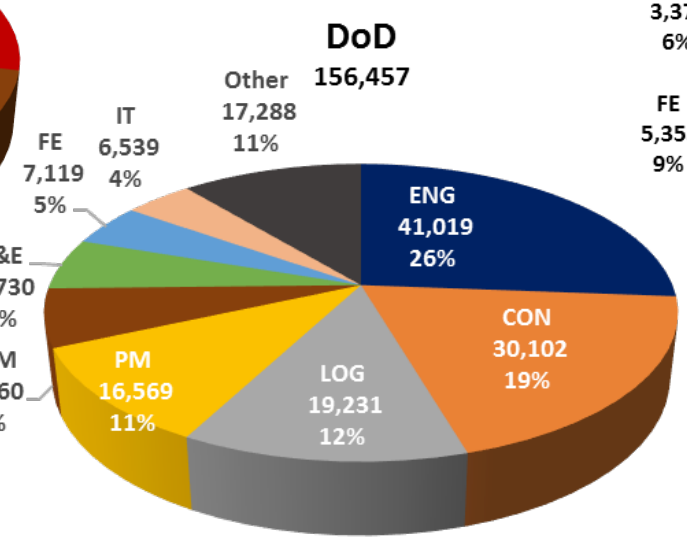


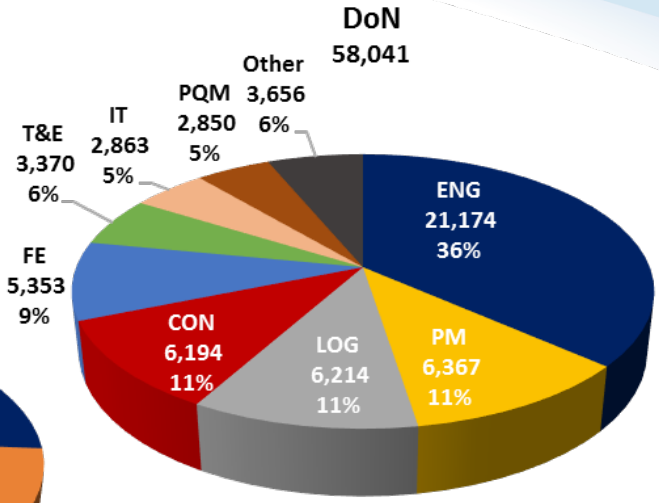


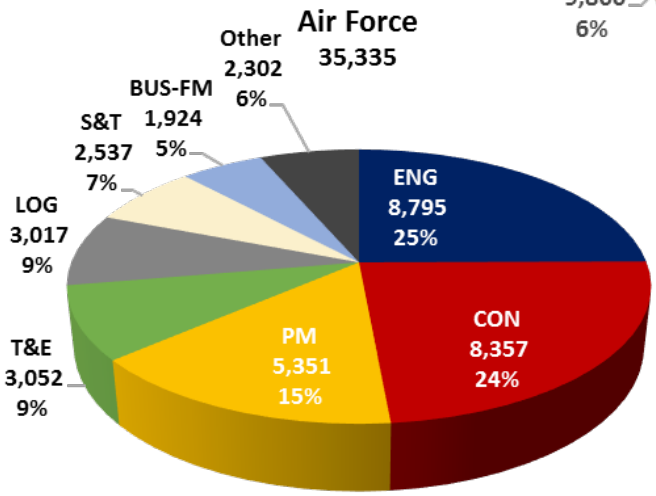
ATSL DataMart (As of 31 Dec 2015)

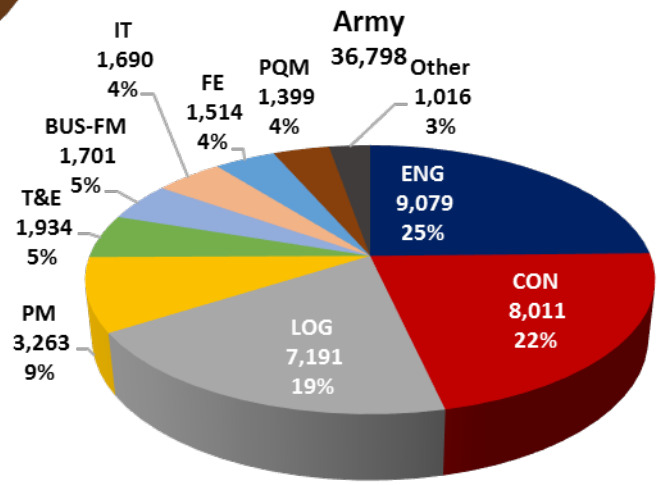
Acquisition Workforce by Career Field







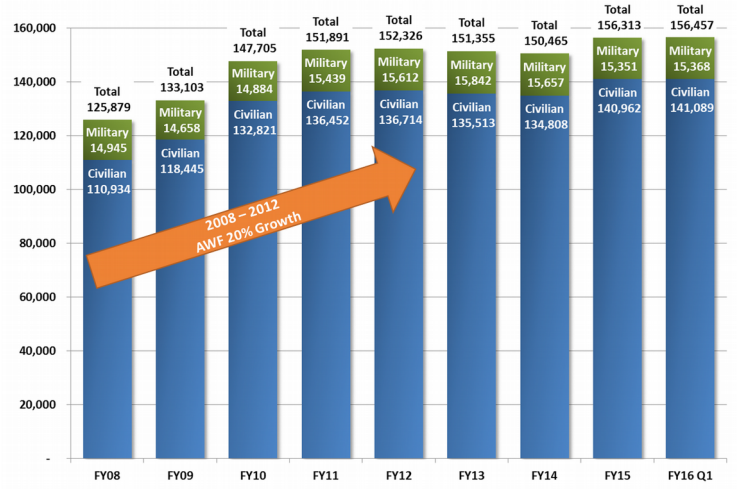


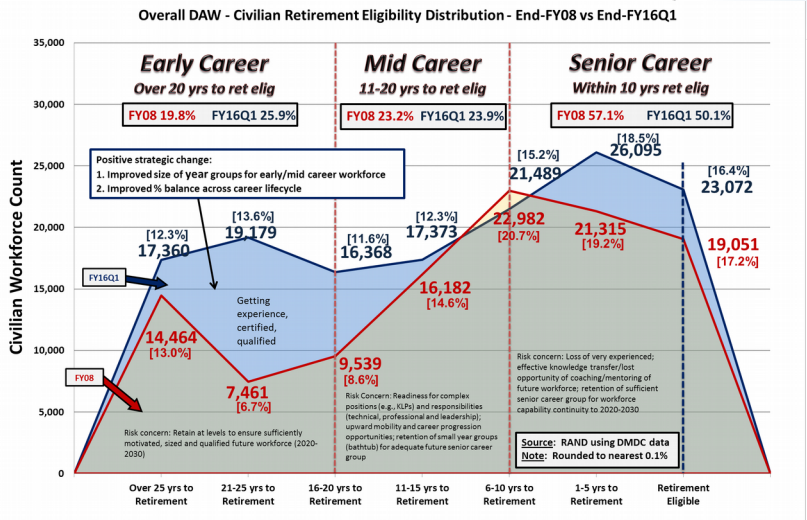


ATSL DataMart (As of 31 Dec 2015)

Accomplishments since 2008

Growth

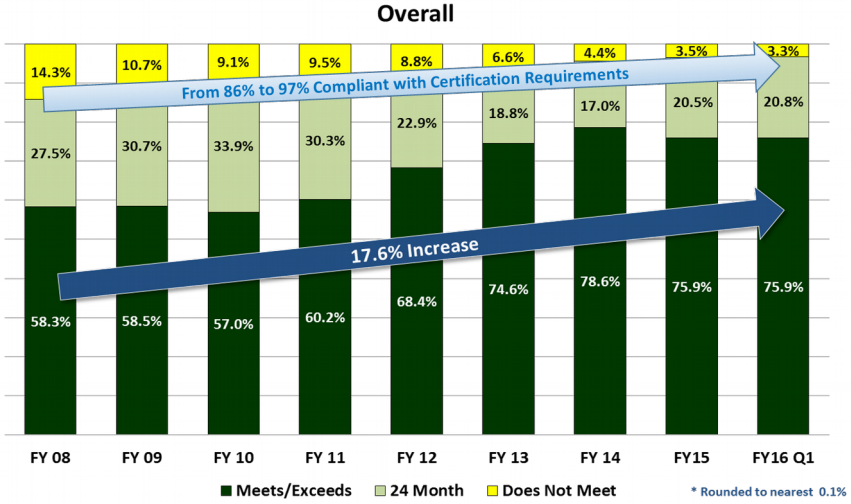



Overall DAW - Civilian Retirement Eligibility Distribution - End-FY08 vs End-FY16Q1
Civilian Workforce Count
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
Early Career
Over 20 yrs to ret elig
FY08 19.8% FY16Q1 25.9%
Mid Career
11-20 yrs to ret elig
FY08 23.2% FY16Q1 23.9%
Senior Career
Within 10 yrs ret elig
FY08 57.1% FY16Q1 50.1%
Positive strategic change:
1. Improved size of year groups for early/mid career workforce
2. Improved % balance across career lifecycle
[12.3%] 17,360
[13.6%] 19,179
[11.6%] 16,368
[12.3%] 17,373
[15.2%] 21,489
[18.5%] 26,095
[16.4%] 23,072
22,982 [20.7%]
21,315 [19.2%]
19,051 [17.2%]
16,182 [14.6%]
14,464 [13.0%]
9,539 [8.6%]
7,461 [6.7%]
FY16Q1
FY08
Getting experience, certified, qualified
Risk concern: Retain at levels to ensure sufficiently motivated, sized and qualified future workforce (2020-2030)
Risk Concern: Readiness for complex positions (e.g., KLPs) and responsibilities (technical, professional and leadership); upward mobility and career progression opportunities; retention of small year groups (bathtub) for adequate future senior career group
Risk concern: Loss of very experienced; effective knowledge transfer/lost opportunity of coaching/mentoring of future workforce; retention of sufficient senior career group for workforce capability continuity to 2020-2030
Source: RAND using DMDC data
Note: Rounded to nearest 0.1%
Over 25 yrs to Retirement
21-25 yrs to Retirement
16-20 yrs to Retirement
11-15 yrs to Retirement
6-10 yrs to Retirement
1-5 yrs to Retirement
Retirement Eligible

Increased Education Level

97,370 (77%)	Bachelor's Degree or Higher	131,316 (84%)
35,878 (29%)	Post Graduate Degree	61,492 (39%)

Certification Rates at an All-Time High



Challenges

- Budget Constraints and Uncertainties
- Headquarters Reductions
- Morale: Hiring Freezes / Government shutdown
- Losses outpacing Gains / Uptick in 2nd half of FY15
- Hiring
  - Length and complexity of hiring process
  - Varying implementation of policy and procedures
  - Inability to recruit and hire on college campuses
- Recruiting/Branding
  - Poor image of Government as employer
  - Perceptions of noncompetitive salaries
  - Competition with Industry and other agencies

Good News

- **Sustained AWF levels (~150,000) over the last few years**
  - **Current size 156,457**
- **DAWDF is permanent and f resourced at $500M per ye**
- **Most qualified AWF in history**
- **Hill support**
- **Senior leadership support**

Well Postured for the Future

What is "Professionalism"?

- **In 1990, Congress adopted the Defense Acquisition Workforce Improvement Act (DAWIA).**

- **DAWIA required DoD to establish a process through which persons in the AWF could be recognized as having achieved professional status. Certification has been the method through which a military service of DoD Component determines that an employee meets the education, training, and experience standards required for a career in any acquisition**

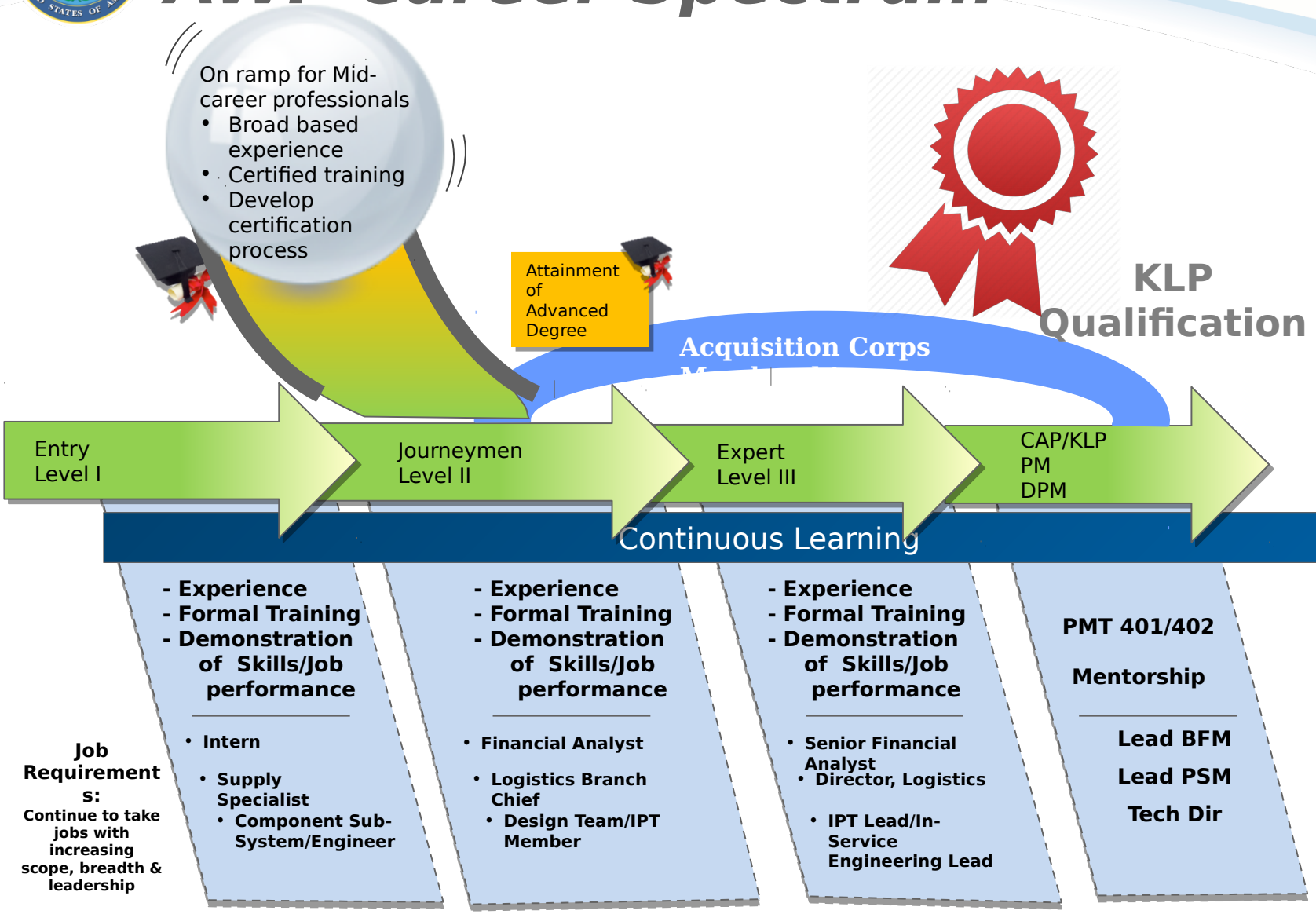
Acquisition Career Development

Becoming an Acquisition expert in your field is a marathon not a sprint!

Certification = Education + Training + **Experience**

- Focus on Experience
  - » Quality v. Quantity
- Certify to Qualify
  - » Demonstration of skills
- Currency & Relevancy
  - » *Not* "once certified, always certified"

AWF Career Spectrum



Career Broadening Opportunities

- **Defense Civilian Emerging Leader Prog)**
  - DCELP was created to recruit and develop the next generation of innovative leaders who possess the technical competence to meet the future leadership needs of DoD. Authorized by the FY10 NDAA, DCELP fills a critical need, by enabling the DoD to focus on leadership development of entry level and emerging GS-7 – GS-12 future leaders.
- **SECDEF Corporate Fellow Program CFP)**
  - SDCFP was established in 1994 as a long-term investment in transforming our forces and capabilities and, as such, is a key part of the DoD strategy to achieve its transformational goals. Two or more officers from each military service are selected each year to receive their military senior service college credit by training with sponsoring institutions (i.e., corporations, companies, commercial enterprises, etc.)
- **The Eisenhower Sch**
  - The Eisenhower School prepares selected military and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy.

Rotational Assignments

Service Schools

Industry Exchanges

KLP Boards

DAWDF

- 10 U.S.C. 1705 enacted in January 2008 to ensure DoD has the capacity, personnel, and skills need to:
  - Properly perform its acquisition mission
  - Provide appropriate oversight of contractor performance
  - Ensure the Department receives the best value for expenditure of public resources
- Provides funding for entry and mid-career professionals and supports efforts to meet workforce challenges, by funding:
  - Training and development
  - Recognition and retention
  - Recruitment
- Components leverage DAWDF to successfully shape the acquisition workforce with:
  - Recruitment bonuses
  - Internship and journeymen development
  - Relocation allowances
  - Training and leadership development

DAWDF is a Critical Enabler

Questions?

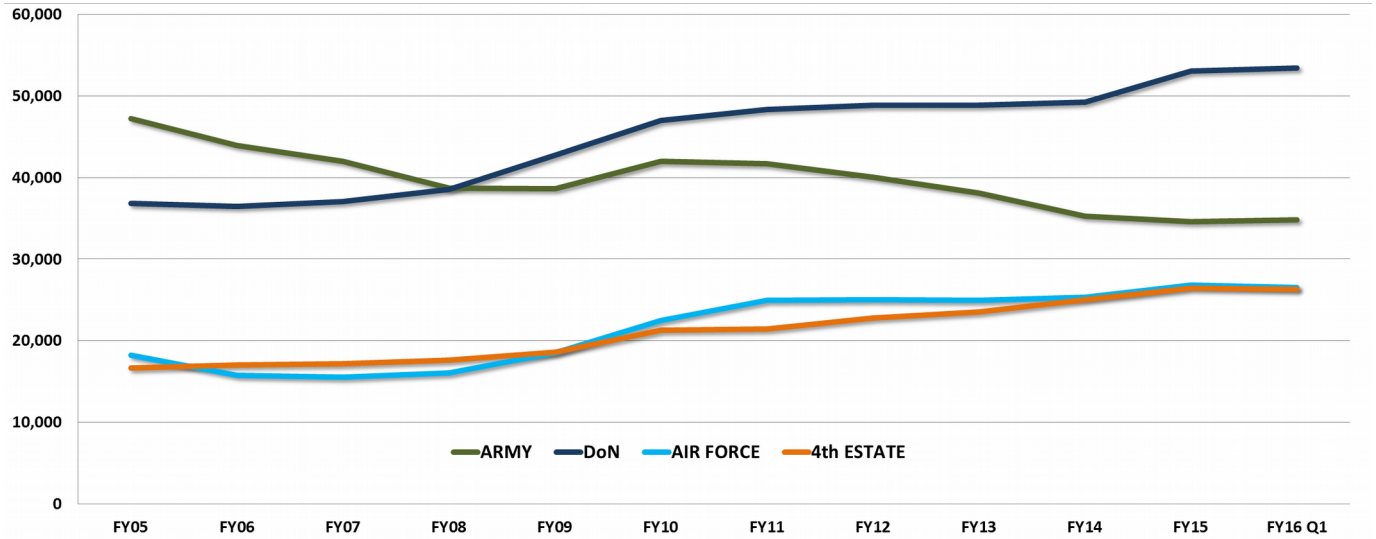
BACKUP

Key Leadership Positions

- **AT&L Memo, of Nov 2013, established mandatory KLPs**
- **Established higher standards/qualifications**
- **Implemented KLP Joint Qualification Boards**
  - **USD AT&L delegated Q-Board implementation decision to Functional Leaders**
    - T&E held Dec 2014 (34 applicants, 17 sele
    - LCL held Sept 2015 (45 applicants, 45 sele
    - T&E held Dec 2015 (36 applicants, 26 sele
    - PQM held Jan 2016 (10 applicants, 2 selected)

  - **Benefits of Joint Qualification Board Process**
    - Meaningful professional credential
    - Raise the professionalism of the acquisition workforce
    - Talent management and succession planning opportunity
    - Develop a pool of pre-qualified professionals to fill key leadership positions
  - **Path Forward**

AWF Historical Size Detail by Component (Civilian)



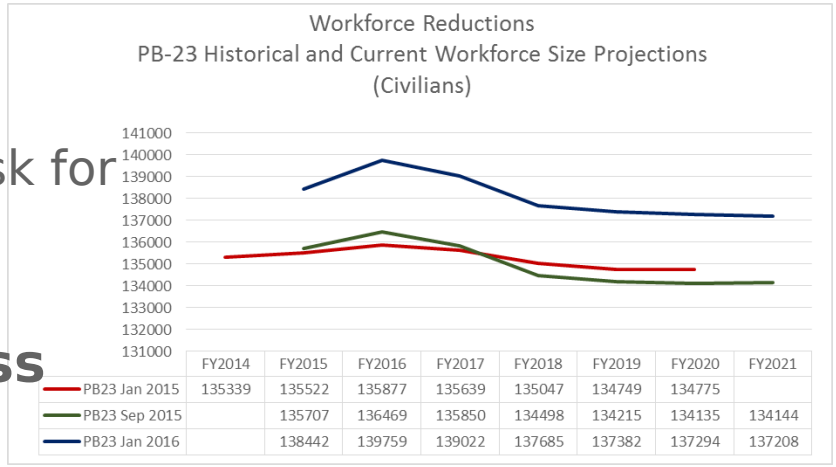
Overall Defense Acq Workforce Service	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 Q1	% Change Since FY08	% Change Since FY15
DoN	36,801	36,433	37,059	38,579	42,726	47,009	48,317	48,862	48,865	49,220	53,044	53,461	39%	1%
ARMY	47,225	43,915	41,990	38,689	38,612	42,015	41,696	40,079	38,092	35,246	34,631	34,845	-10%	1%
AIR FORCE	18,250	15,748	15,544	16,067	18,506	22,526	24,962	25,019	24,986	25,299	26,837	26,500	65%	-1%
4th ESTATE	16,670	17,067	17,206	17,599	18,601	21,271	21,477	22,754	23,570	25,043	26,450	26,283	49%	-1%
OVERALL DAW	118,946	113,163	111,799	110,934	118,445	132,821	136,452	136,714	135,513	134,808	140,962	141,089	↑ 27.2%	↑ 0.1%

AWF Historical Size Detail by Career Field (Civilian)

Overall Defense Acq Workforce Career Field	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 Q1	% Change Since FY08	% Change Since FY15
Engineering	32,612	32,886	32,592	32,421	34,511	37,031	37,853	37,903	37,749	37,551	39,437	39,417	22%	0%
Contracting	22,088	23,837	22,515	21,773	23,752	25,769	26,110	25,648	25,383	24,844	25,280	25,174	16%	0%
Life Cycle Logistics	11,429	11,329	11,664	12,415	13,927	15,777	16,259	16,498	16,130	16,663	18,195	18,193	47%	0%
Program Management	7,546	8,211	7,939	8,070	8,789	10,306	11,163	11,243	11,349	11,389	12,075	12,082	50%	0%
Production, Quality and Man	8,819	8,322	7,730	8,445	8,356	9,038	8,910	8,815	8,993	8,986	9,163	9,158	8%	0%
Test and Evaluation	5,822	5,503	5,620	5,608	6,152	6,723	6,811	6,838	6,841	6,833	6,971	6,981	24%	0%
Facilities Engineering	8,356	3,927	4,394	4,919	5,420	6,910	7,427	7,290	6,970	6,617	6,983	7,116	45%	2%
Information Technology	4,842	4,377	4,017	3,579	4,034	4,899	5,296	5,587	5,627	5,564	6,200	6,325	77%	2%
Business (Fin Mgt)	7,790	7,468	7,137	6,840	7,059	6,873	6,846	6,613	6,314	5,997	6,038	6,101	-11%	1%
Auditing	3,536	3,486	2,852	3,638	3,777	4,143	4,231	4,505	4,368	4,560	4,316	4,261	17%	-1%
S&T Manager	271	275	443	416	562	2,460	2,540	2,696	2,830	2,923	3,245	3,162	660%	-3%
Business (Cost Est)	-	-	-	-	-	1,035	1,199	1,210	1,246	1,259	1,289	1,299		1%
Purchasing	2,428	1,679	1,170	1,184	1,236	1,286	1,276	1,338	1,283	1,205	1,330	1,375	16%	3%
Property	571	530	481	451	475	501	482	449	402	389	400	380	-16%	-5%
Unknown/Other	2,836	1,333	3,245	1,175	395	70	49	81	28	28	40	65		
TOTAL	118,946	113,163	111,799	110,934	118,445	132,821	136,452	136,714	135,513	134,808	140,962	141,089	↑ 27.2%	↑ 0.1%

Workforce Reductions

- **PBR17 Defense Planning Guidance provided for AWF sustainment**
- **USD (AT&L) Annual AWF Guidance Memo**
- **OSD BES 17 PB-23 Outlook**
  - Sustaining AWF #s at FY14 levels (150K) across the FYDP
  - Responsibly sustaining the AWF is essential to DoD goals
- **Headquarters Reductions**
  - Determine areas of acceptable risk for reductions
- **AT&L Advocacy in PBR Process**
  - **Issue Paper to sustain the AWF**
    - Determination of acceptable/unacceptable risks



	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
PB23 Jan 2015	135339	135522	135877	135639	135047	134749	134775	
PB23 Sep 2015		135707	136469	135850	134498	134215	134135	134144
PB23 Jan 2016		138442	139759	139022	137685	137382	137294	137208

Responsibly Sustain the AWF